

TO: City Council for October 3, 2016, Council Meeting  
 FROM: Mark W. Shepard, P.E., City Manager *MWS*  
 DATE: September 23, 2016  
 SUBJECT: Lead Administer for the Housing Opportunities Action Council



Action Requested:

Staff is seeking Council direction regarding potential City participation in funding a Lead Administrator position for the Housing Opportunities Action Council (HOAC)

Discussion:

The Mayor serves on the HOAC governing board and has presented the idea of a Lead Administrator for HOAC during past City Council meetings. The Council has delayed action on whether to participate in funding the Lead Administrator position due to on-going questions and discussions about funding a men's cold-weather shelter for the winter of 2016-17.

With the approval of the men's cold-weather shelter funding, Council also committed to not supporting a shelter at the current 4th Street location in the future. Therefore, the community needs to work toward finding a solution for the 2017-18 winter and eventually for the long-term. HOAC can take a lead role in coordinating community members, groups, and agencies in an effort to develop an alternative shelter solution. HOAC believes that a Lead Administrator is needed to assist them in working toward a community solution for a temporary men's cold-weather shelter alternative.

HOAC sought proposals for the Lead Administrator position several months ago. The single proposal they received was from United Way of Benton and Lincoln Counties (UWBLC). A copy of the original proposal is included as Attachment 1. UWBLC provided an updated cost proposal covering eight months (Attachment 2); November 2016 to the end of the 2016-17 fiscal year in June 2017.

Eight months of Lead Administrator support will cost \$38,500. Benton County previously indicated they are willing to share in half of the cost of a Lead Administrator for HOAC. If the Lead Administrator costs are split evenly, the City's share will be \$19,250.

After funding the men's cold-weather shelter, there is \$18,300 remaining in undedicated funds from the \$40,000 Council set aside as part of the fiscal year 2016-17 budget that could be used to share in the funding of a HOAC Lead Administrator position. The following table provides a summary of funding to date.

Resource	Total available	Committed Funds	Remaining Balance
Budget Set-A-Side	\$40,000	\$21,700	\$18,300
Social Service Funding	\$10,000	\$10,000	\$0
CDBG Funding	\$10,000	\$10,000	\$0
Police Funds	\$ 7,200	\$7,200	\$0
Total	\$67,200	\$48,900	\$18,300

If the City funds half of the eight months of a Lead Administrator for HOAC, an additional \$1,000 would need to be identified. This funding could come from the \$30,000 in Council discretionary funds that is in

the 2016-17 budget. Council should keep in mind that there will likely be an ongoing funding request to support the HOAC Lead Administrator into the next fiscal year at a minimum. Work on a potential alternative men's cold-weather shelter will continue into the 2017-18 fiscal year. Therefore, a commitment now, will likely come with a request to continue funding in the next fiscal year.

### *Options*

Council has several options to consider regarding the request for funding the HOAC Lead Administrator position:

1. Provide no funding for a HOAC Lead Administrator. This will result in either no Lead Administrator support or HOAC will need to find funding from other sources.
2. Offer the remaining balance of funds set aside for homelessness (\$18,300) for the Lead Administrator position. HOAC would either reduce the work effort of the Lead Administrator or seek other funding.
3. Provide half of the full eight months of funding. To do this Council will need to identify additional funds. The Council discretionary funds would be the logical choice for providing the additional \$1,000.

If Council decides to move forward with option 2 or 3, staff will work with UWBLC and Benton County to develop an agreement for transferring the funds. Agreements will be brought before the Council before they are executed.

### Budget Impact:

Budget impact will depend on Council direction. All three options can be executed within current budget allocations. If Council chooses to fund the HOAC Lead Administrator, there will likely be a request for on-going funding in the next fiscal year.

### Attachments:

1. UWBLC proposal
2. UWBLC updated cost proposal

# Housing Opportunities Action Council

## Lead Administrator Proposal

Provision is made in the Housing Opportunities Action Council (HOAC) Charter for a Lead Administrator, under contract to the City of Corvallis and Benton County, to serve as fiscal agent for the HOAC, and to facilitate and further HOAC's work in Benton County.

United Way proposes to serve as the backbone organization, staffing a 1.0FTE reporting to United Way's Executive Director.

## Responsibilities and Operations

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The primary responsibility of this position will be to organize and shepherd the work of the HOAC, working through the Governing Board. Responsibilities include the following:

a. Board and Committee Management:

- Facilitates and supports the Governing Board's strategic planning; works with Co-Chairs to plan and implement Governing Board agendas; works through partners to ensure delivery of identified goals
- Facilitates and supports the SMART and Funding Teams and keep their agendas on track; works with chair to plan and implement the committee's work; works with committee members to ensure delivery of assigned action items
- Serves as the neutral convener and facilitator for the Adult Services Team (AST)
- Supports the Chair(s) of each of the Coordinated Delivery Team(s) as needed

b. Project Management:

- Manages process for orienting, training, assigning, scheduling, and coaching Board and committee members; communicating job expectations; planning and reviewing policies and procedures
- Develops and manages systems for capturing information, making recommendations on strategic plan(s) and reviews; preparing and completing action plans; resolving problems; identifying trends; determining system improvements; implementing change
- Serves as fiscal agent, managing budgeting and reporting where appropriate

c. Plan Maintenance:

- Identifies prevailing and evidence-based Best Practices
- Identifies and evaluates priorities; identifies, researches, and recommends potential initiatives
- Manages regular plan updates, in alignment with Governing Board directives; coordinates plan maintenance activities with other alignment efforts (Benton County Health Services / CHIP, Cascades West Council of Governments, League of Women Voters, City of Corvallis' Imagine Corvallis 2014, Benton County's 2040 strategic plan, InterCommunity Health Network Coordinated Care Organization, Early Learning Hub of Linn, Benton, & Lincoln Counties, etc.)

d. Reporting:

- With appropriate Team or Coordinated Delivery Team, identifies outcomes, metrics, milestones; updates Plan as objectives are accomplished or strategic priorities change
- With service providers and key stakeholders, develops and implements reporting guidelines
- Develops and implements reporting mechanisms

e. Public Policy: identifies possible public policy issues; works with the HOAC Governing Board to develop and agenda and implementation plan(s).

- f. Relationship Management: nurtures key stakeholder relationships; identifies and builds new stakeholder and non-traditional partnerships in support of goals.
- g. Fund Development: identifies and supports grant writing efforts.
- h. Other duties: as assigned and agreed to.

## Oversight

United Way's Board of Directors maintains its fiduciary responsibility to oversee performance on the Lead Administrator contract.

Performance as the Lead Administrator will also be evaluated annually by the HOAC Leadership Committee or sooner if conditions warrant. Any changes will be reviewed and approved by the HOAC Governing Board, Contractors, and United Way Board of Directors as necessary.

- a. The HOAC Board and United Way Board of Directors are each responsible for compliance with the provisions of the prudent person rule as it pertains to their duties and responsibilities.
- b. The City of Corvallis, Benton County, and United Way's Board of Directors are each responsible for reviewing these policies regularly to insure the guidelines are appropriate to the contract, agreed to goals, and economic conditions.

Review Periods identified:

- June 2017 or approved modification, whichever comes first
- Annually thereafter, as part of the HOAC strategic planning process

## Proposed budget (12 month)

Expense Category	Description	Total
Personnel	1.0 FTE - Includes fringe	\$45,681
Materials / Supplies	Print materials Mileage Computer Etc.	\$3,000
Indirect @ 15%		\$7,309
	<b>Proposal Total</b>	<b>\$55,990</b>
United Way In-kind	\$4,000	

## About United Way

United Way of Benton & Lincoln Counties works to increase the organized capacity of people to care for one another. United Way is a community builder, mobilizing resources and connecting people through philanthropy and volunteerism to the larger community. United Way partners with local health and human service agencies to help people Meet Basic Needs (intervention) and Break the Cycle of Childhood Poverty (prevention). United Way partners with local businesses, to help them and their employees support causes they are passionate about: Education, Income and Health. United Way partners with volunteers through our Day of Caring program and other events, providing hands-on opportunities for positive, measurable change.

# Memo

DATE: September 19, 2016  
 TO: Commissioner Anne Schuster, Benton County  
 Mayor Biff Traber, City of Corvallis  
 FROM: Jennifer Moore, United Way of Benton & Lincoln Counties

## Revised Lead Administrator Proposal

Through the Housing Opportunities Action Council (HOAC), Benton County, the City of Corvallis, community partners and key stakeholders are committed to working together to promote a more coordinated, integrated planning approach to addressing homelessness and expanding the availability of affordable housing.

Provision is made in the HOAC Charter for a Lead Administrator to serve as fiscal agent for the HOAC, and to facilitate and further HOAC’s work in Benton County. Previously, with support of the HOAC Governing Board, United Way had submitted a proposal for that Lead Administrator role. The proposal outlined the backbone role—building and nurturing the infrastructure necessary to support the action identified and prioritized through Benton County Health Services’ companion project, organizing and managing the HOAC Governing Board and committees, and various responsibilities with regards to plan implementation and maintenance.

The original proposal considered a July 1 start date. The table below reflects revised budget considering a November 1 start date.

### Revised budget (8 month)

Expense Category	Description	Total
Personnel	1.0 FTE - Includes fringe	\$31,547
Materials / Supplies	Print materials Mileage Computer Etc.	\$1,925
Indirect @ 15%		\$5,021
<b>Proposal Total</b>		<b>\$38,493</b>
United Way In-kind	\$4,000	